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## Evaluation of Organizational Harmony and Service Delivery in Nigerian Health Facilities

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### Abstract

*Organizational harmony serves as an essential component in aiding to improve competitiveness, gain productivity and obtain high positive outcome for an organization. This study aimed at evaluating the impact of organizational harmony and service delivery in Bauchi specialist hospital. The method used by the study is qualitative research method to answer the research questions through the instrument of interview, to generate data from 12 study participants which includes the management staff, medical personnel and patients of the hospital. The case study method was adopted and maximum variation sampling technique was chosen for the purpose of the research. The findings revealed that organizational harmony and service delivery are intricately linked together and played pivotal roles in achieving organizational goals. Furthermore, the study concluded that staffs to patient harmony and staff to staff harmony are very strong predictors of effective service delivery of the hospital. Thus, the harmonious environment created for service to be delivered symbolized other positive domino such as job satisfaction, effective service delivery, goal achievement and also patient/customer satisfaction. To achieve maximum organizational harmony and effective service delivery therefore, there is need to boost the morale of the employees through motivation to give their optimum performance towards achieving the goals of the organizations.*

**Keywords:** Organization Harmony, Service delivery, healthcare, Bauchi specialist hospital.

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### 1. Introduction

Globally, the provision of healthcare is the function of the health system that is most visible to patients and the general public; it centers on patient flows and the organization and delivery of all services related to the diagnosis and treatment of disease, as well as the maintenance, promotion, and restoration of health. Rishi, et al. (2022) opines that healthcare delivery is a key performance indicator of socio-economic progress of sub-national agencies. It is argued that, health is a human right and everyone irrespective of location or socioeconomic status has a right to healthcare at their point in need (Braveman, 2010).

Every firm recognizes the importance of organizational climate since it has a significant impact on employees' motivation and job satisfaction, which in turn affect their productivity (Jain et al 2007). Organizational harmony is typically defined as the interaction between employees and employers at workplace with the major goals being to increase employee satisfaction uphold peace and foster organizational progress. Thus, lack of harmony in an organization erodes the set objectives of the organization leading to ineffective and inefficiency of the organizational delivery of services. Apparently, effective service delivery is imperative with healthcare facilities for it

allows common citizens to benefit medically. For a quiet period of time in Nigeria the rate of poverty has escalated therefore, the ability to afford fundamental healthcare for common illnesses by an average person drop-off, and in extreme illnesses person had to resort to sale of his personal effects or property, rely on personal savings or restore to taking loans in order to be able to attend to health needs adequately (Ofekeze, 2021). This scenario generally captures the current situation in Nigeria at all levels.

However, efficient delivery of the health services requires harmony and satisfaction as twin remarkable gauge for its goal-oriented success. For a heavily populated country like Nigeria where there are income inequalities and absolute need for a world class healthcare delivery, organizational harmony is an essential demand particularly for a healthcare facility like specialist hospital or Federal Medical Centre (Fasanmade, 2021). Anecdotal evidence and reality on ground in Nigeria suggested that, there is need to examine the healthcare system through the lenses of health equity which is accessible, affordable and offers healthcare for all that need it, at least at various levels.

General procedural pattern in Nigeria has convincingly indicated that, the healthcare facilities are challenged by the multiple factors which intentionally or unintentionally influence the perfect delivery to the targeted public. For instance, the administrative, sociological and bureaucratic factors tend to inhibit or improve the situation (Martins & Ledimo, 2015). Presumably, many facilities established at different levels of governance in Nigeria are affected. Therefore, Bauchi state specialist hospital is a remarkable part of the institutional arrangement that delivers health benefit to the citizens

Administrative lamentations and the ground evidence have confirmed that, the service delivery is a key element of interest

if the question of projected benefit is to be raised. Therefore, services adequately and satisfactorily delivered would engender general sense of safety and the improved welfare (Rigii, 2017, Wright, Chew & Hines 2012). Generally, Service delivery encompasses the provision of both tangible goods and intangible services, a task undertaken by individuals, businesses, corporations, government institutions, private companies and non-profit organizations (Rigii, 2017).

Service delivery has been extensively carried out within the private sector, in contrast to public sector organizations (Martins & Ledimo, 2015). Public service organizations like private sector organizations are also required to engage in effective service delivery innovation process because they are accountable to the public or citizens of a state (Ibrahim, Kok, & Lokman, 2020). In view of the above achieving a reasonable service delivery, government department must deliver services in a new and creative ways applying their specialized abilities in the form of knowledge and skills to the public (Martins & Ledimo, 2015).

Some preliminary investigation by the research has shown that this decline in service delivery in Bauchi specialist hospital is not unconnected with some dysfunctional conflicts among staff members of the hospital (medical and management). Organizational conflict, commonly referred to as workplace dispute, is a disagreement or misunderstanding that arises among individuals or groups working within the same organization. This conflict emerges as a direct result of competing requirements, concepts, convictions, values, or goals (Anita, 2022). Conflict is an unavoidable aspect of human interaction, occurring in various settings such as homes, churches, and organizations. It often arises from disparities in individual perceptions, goals, interests, ideas, feelings, and values particularly when two or more individuals,

groups, or organizations interact (Wobodo, 2019).

Apparently, service delivery in Bauchi Specialist hospital has become deteriorated due to challenges and constraints that therefore exists between the staff members, poor attitude of medical personnel, inadequate supply of specialized personnel and material resources, low belief system in new healthcare system (Uzochukwu, et al., 2018). These issues affected the reality of healthcare system in discharging effective service delivery in specialist hospital Bauchi (Abraham & Junglass, 2011).

In Nigeria and beyond, studies of the salient connection between the organizational harmony, satisfaction, management support, organizational culture in relation to efficient healthcare delivery are abounds and numerous (Osaro & Charles, 2014; Abraham & Junglass, 2011; Wilson, 1997; Yen & Neihoff, 2004; Fletcher & Wagstaff, 2009; Macy, 2022). For instance, Macy (2022) argued that, organizational harmony is an important prerequisite in influencing good service delivery. Equally, Osaro and Charles (2014) contend that, organizational culture and social harmony are keys to efficient service delivery.

The main objective of the study is to evaluate organizational harmony and how it will ensure effective service delivery in Bauchi Specialist hospital.

However, this paper tends to address and provide answers to the following research questions:

- i. Why organizational harmony is important towards achieving organizational goals of Bauchi Specialist hospital?
- ii. How does organizational harmony ensure effective service delivery in Bauchi Specialists hospital between 2015 and 2020.
- iii. What role organizational harmony played in promoting peaceful coexistence in Bauchi Specialist hospital between 2015 and 2020?

This paper will specifically cover the state-owned healthcare facility namely specialist hospital Bauchi which is located in Bauchi metropolis located in North Eastern part of Nigeria.

## **2. Literature Review**

### **2.1 Concept of Harmony**

Organizational harmony is a vital component of every modern economic system in the contemporary global society. Its importance derives from a number of functions which it sub-serves (Girigiri, & Badom, 2021). This suggests that establishing a harmonious and peaceful coexistence between workers (Trade Union) and management will undoubtedly manifest a reciprocal relationship that is mutually inclusive. This is expected to significantly boost workers' morale, consequently leading to an increase in the performance and productivity profile of the labor force. Also, good harmony fosters development of the system and ensures stability in the spheres of governance. This is so, especially with public sector, which will have a positive effect in their affairs (Girigiri, & Badom, 2021). In another view by Biriowu (2020), organization harmony involves establishing an atmosphere of peaceful and cordial relationships between workers (Trade Unions) and the management as well as the government. This is considered a necessity to minimize suspicions and foster constructive dealings when addressing issues that affect the various components involved.

Base on this ground, organizational harmony could be referred to as a friendly and cooperative agreement on working relationships between the employees and employers for their mutual benefits.

### **2.2 Concept of Service Delivery**

Service delivery encompasses the provision of both tangible goods and intangible services, and it can be carried out by individuals, businesses, corporations, government institutions, private

companies, and non-profit organizations (Rigii, 2017). Both the private and public sector services aim at improving the lives of the recipients and are catalysts of achieving and experiencing rapid economic and social development.

### **2.2.1 Quality of the Services**

One of the key concerns in service delivery is the quality of services provided. According to Agus, Baker, and Kandampully, as cited in Rigii (2017), the ongoing pursuit of quality service delivery can be viewed from two perspectives. Firstly, from the standpoint of the service organization, there exists a desire to not only survive but also to compete effectively in a global environment. Secondly, from the customer's perspective, there is a desire for enhanced service quality. Researchers in service quality unanimously agree that evaluating service quality should consider the customer's viewpoint. This is attributed to the characteristics of intangibility, inseparability of production and consumption, heterogeneity, and perishability exhibited by services. While service quality has gained popularity in the private sector, the public sector has been slower to embrace the concept.

### **2.2.2 Value of Service Delivery Innovation in Public Service Organizations**

Service delivery innovation is critical for organizational success. Service organizations design new service offerings from either the customer's viewpoint or the organization's delivery viewpoint. (Goldstein, et., al 2002). Innovation can be categorized into reactive and proactive approaches. Reactive service delivery innovation is focused on addressing identified irregularities, insufficiencies, and inefficiencies perceived by internal or external stakeholders of an organization. This type of service delivery innovation is problem-oriented and would adopt a problem-solving approach. According to

Sijbom et al., as cited in Martins & Ledimo (2015), reactive service delivery innovation is initiated in response to problems observed by employees and managers. These individuals identify problematic practices and routines within their purview and bring attention to these issues.

As noted by Danielle and Masilela (2020), one reason for perceived service delivery problems lies in the mismatch between the organization's strategic intent and the needs or expectations of its customers/clients. Therefore, reactive service delivery innovation is essentially focused on addressing existing problems within the organization, as identified by both internal and external stakeholders. Proactive service delivery innovation holds significance as it is directed at improving organizational practices, procedures, and processes preemptively, before issues arise. These initiatives aim at continuous performance improvement within the organization. Chen, Walker, and Sawhney (2020), highlight that the creative use of delivery modes has increasingly become a new source of differentiation and innovation for organizations.

According to Goldstein et al. (2002), ensuring that the service package and service encounter align with the needs of both the customer and the service organization requires a focus on proactive measures in designing and delivering the service concept. Furthermore, service delivery innovation in organizations, as emphasized by Goldstein et al. (2002) and Danielle & Masilela (2020), is valuable as it enhances the following:

- i. Service operation: The way in which the service is delivered.
- ii. Service experience: The customer's direct experience of the service.
- iii. Service outcome: The benefits and results of the service for the customer or clients.
- iv. Value of the service: The benefits the customer perceives



as inherent in the service weighed against the cost of the service.

Base on this notion, service delivery means the provision of healthcare services by a government owned healthcare facility or by a state entity to persons or public.

**2.3 Theoretical Framework**

**2.3.1 Social Exchange Theory**

The social exchange theory is one of the most significant conceptual paradigms for comprehending workplace behavior, has its root in anthropology, social psychology, and sociology (Zafirovski, Cropanzano, & Mitchell 2005). The daily activities of employees at work can be viewed as an exchange of resources that is weighed by the rewards-cost balance. According to this view, the fulfillment of each party’s self-interest act as the fundamental motivation factor in interpersonal interactions, keeping them intact. Additionally, it contends that human interaction can be understood as economic transaction in which parties want to maximize advantage and disadvantages (Zafirovski, Cropanzano, & Mitchell 2005). The social exchange theory contend that workplace social contact has benefits and drawback. People weigh the advantage and disadvantage of intimate relationships.

**3. Methodology**

This research was guided by the interpretive research philosophy as it is concerned with analysis of organizational harmony and service delivery in Bauchi

Specialist hospital. This study has adopted a case study research design. In the course of this study, qualitative method of data collection was used; data was sourced from primary and secondary sources. This study has enlisted and conducts an In-depth oral interview with the population of the study which involved the management staff, medical personnel and patients, the respondent’s opinions towards ensuring service delivery in the specialist hospital of Bauchi was recorded, while the secondary source of data was extract from published documents, internet and other relevant materials that has been used to support the findings. This study has obtained data from three (3) different purposively selected sources while conducting the field work. The selection of the respondents was based on their relevance and importance to the study and on specific period ranging from 2015-2020. The researcher has interviewed the 12 study participants as sample size to get in-depth information which was served as reliable source of data. This study has made used of maximum variation sampling technique as guided by saturation principle to assess the sample size by which data will continuously inform sample until saturation. Despite the fact that saturation point was used, the sample size that has been interviewed is captured in the table below. It could be deduced that the number of respondents presents a balanced and measured representation of every cadre of the population of interest

**Table3.1.1 Proposed sample.**

S/N	Respondents	Number
1	Management staff	2
2	Medical staff	3
3	Nurses/Midwives	3
4	Pharmacist/others	2
5	Patients	2
		12



Qualitative method of data analysis was used, this has helped the researcher to draw reasonable and proper conclusion in line with the research objectives and question stated in the initial section of this study. The opinion of respondents from the interview has also been discussed based on their responses to the questions. The thematic analysis was adopted for the study.

The interviews was analyzed thematically using Qualitative data analysis software (Nvivo) Therefore, data was analyzed as follows:

- The organization, assembling and arrangement of data before analysis,
- Transcribing the interviews, sorting the relevant data typing field notes/arranging the data into appropriate form,
- Reading the data and construction of the general information, writing notes and the general ideas and the findings.

**Table 4.1 Description of participants**

Participants	Num of participants	Description
R1- R2	2	Management staff
R3- R10	8	Medical personnel
R11- R12	2	Patients

Source: field work

The participants of the study were categorized into three as shown in (Table 4.1) above. Respondent R1-R2 represents management staff; R3-R10 represents the Medical personnel while R11-R12 represents patients. The total number of respondents of the study is twelve who have

- Organizing the interviews into brief abstract and into the main results.

**4. Results and Discussions**

The results of the interview conducted on the 10<sup>th</sup> of July 2023 which provides the basis for an analytical framework that find answers to various research questions earlier posed and interpretation of data in line with the objectives of the study.

**4.1 Participant's Characteristics**

The participants involved in this study includes, the 2 Management staff, 3 medical doctors, 3 nurses, 2 patients, 1 pharmacist and 1 laboratory technician. These are classified and presented in accordance to their importance in generating the primary data. Thus, summary of the group’s characteristics is presented below.

been relied upon in the research as primary source of data collection.

**Categorization and Themes**

Category 1: Impact of organizational harmony towards achieving organizational goals of Bauchi Specialist hospital.

Theme 1	Effective service delivery
Theme 2	Interpersonal Relationship
Theme 3	Conducive Environment/Importance of Harmony

**Effective Service Delivery**

Effective service delivery is the operational enhancing of organizational activities process before any difficulties follow or the continuous improvement of organizational performance it is therefore, concern with the where, when and how a service is delivered to the customer and in a fair

nature. In a hospital setting, effective service delivery is essential to achieve organization goals and ensures smooth operations.

In an oral interview with R3 revealed that:

*“Organizational harmony  
100% ensures effective  
service delivery because the*

*effectiveness of the harmony in delivering services create a lot of good services to the patients. It breaks out the barriers between patients and staff, before people are scared of going to the hospital and approach the doctors but now patients go to the hospital confidentially without any fear believing that they will be attended to 100%”.*

The above view shared by a respondent is in line with Siders &Aschenbrener as cited in Adim, Odili & Aigboje, (2020). Asserted that effectively managing a dispute enhances the self-confidence and self-esteem of the parties, builds relationships, and engenders creative solutions beyond expectations.

R5 revealed that

*“I believed that very much, because without organizational harmony nothing will work and there have been improvement in the harmony established in the services that are offered”.*

The outcomes of this study are related to Ofekeze's (2021) work, which asserts that healthcare service delivery is a joint responsibility of both private and government entities in establishing hospitals and other health facilities. Effective service delivery is often determined by the quality, accessibility, and affordability of the services.

R6 pointed out that

*“Of course, yes, without the effectiveness of the harmony set goals cannot be achieved. Before 2015 outsiders sees the hospital staff as enemies because of some misunderstandings between the government and the workers but now people have*

*realized that we all have to bear with each other the economy is not friendly both the givers and the receivers are shouting we just have to agree in a positive manner. Now the public knows that the health workers care for them and they approach the hospital positively”.*

The response mention above supported the work of Ofekeze (2021), effective service delivery is imperative for it allows a common citizen to benefit medically. For quit period of time, there Has been a rise in Nigeria’s poverty level therefore, the ability to afford basic healthcare for Common illnesses by an average person drop-off and in extreme illnesses person had to resort to Sale of his personal effects or property, relying on personal savings or restore to taking loans in Order to be able to attend to health needs adequately.

### **Interpersonal Relationship**

Here interpersonal relationship at workplace refers to a strong association among individuals working together in the same organization or it could be seen as a strong bound between two or more people working together and as well interpersonal relationship is when people communicate or act with each other within specific social contexts and they thrive on equitable and reciprocal compromises.

One of the interviews that was conducted with R6 revealed that

*“In my opinion, the level of interpersonal relationship between the staff and patient has been cordial in the sense that the staffs are given their best and the patients are receiving it with utmost good faith”.*

The above opinion by the respondent is in line with the work of Vu, Tran & Nguyen (2020) which mentioned that the interaction between the ethical leadership and employee promotion and prohibitive voice

behavior, organizational harmony plays a moderating role?

R5 disclosed that

*“On the average I will say the relationship is good because many people find a lot of satisfaction in the hospital to some extent when sometimes if patients need to be referred to somewhere else, they resist it that means there is element of satisfaction in the relationship that exist between the duo”*

This statement made by the respondents collaborate with daily trust (2021) which was reported by Hafsat showing how some patients expresses their satisfaction with how they are attended to by the doctors of specialist hospital even when other resident doctors are on strike.

R1-R2 out stated that

*“The relationship is good more especially the interaction between patients nurses and doctors. When there is cordial relationship between all parties involved in an organization the outcome will be excellent, so things will go on well and better and there will be good working environment for everyone”.*

The outcome from these respondents is in the same vein with the words of Fells cited in Oti & kinakanwo, (2021). Trust is the willingness to take unilateral action, even in situations where there is a potential for exploitation, with the expectation of receiving a non-exploitative response from the other party.

#### **4.2 Importance of Harmony/ Conducive Environment**

Conducive working environment means or refers to a setting or conditions that are favorable, supportive and nurturing for a

particular activity, process or goal. Harmony creates an atmosphere where the desired outcomes can be achieved more easily due to the positive factors, resources and attitudes present. Harmony in an organization is crucial for the success and achievement of its goals.

In an oral interview with R2 and R4 - R5 these respondents uncovered that

*Where there is organizational harmony there will be a better working environment for everyone, there will be care, there will be cooperation and also there will be happiness as well*

Above are the responds of some informants that goes in line with work of Onyeizugbe, Aghara, & Olohi (2018). They affirm that cooperation between employees and management in an environment of sound organizational principles is typically conducive to political stability, which in turn fundamentally lays the groundwork for the growth of local industries, attracts foreign investment and invariably generates job for the populace.

R7 and R1 stated that

*“Harmonious environment is being the concern of every organization because no organization will do without harmonious activities. And these harmonious activities help in achieving the aims and objectives of the organization*

The result of this finding signifies Girigiri & Badom (2021) attested that every economic system in the contemporary global society must have organizational harmony, its importance comes from several numbers of functions which its sub-serves. A harmonious environment promotes system growth and guarantees stability in all areas of administration.

R 9 Viewed out that



*“Yes conducive environment does because when a patient comes to the hospital he or she will not directly go to see the doctor but need to go to other departments so when there is harmony you find out that within the shortest of time, the patient will get what he or she want and the desired result is being achieved”.*

As viewed by R9 the outcome of the study shows that organizational harmony involves fostering a climate of calm and pleasant relations between the workforce and the management or government, which is necessary to guarantee that, there is little suspicion while dealing with problems impacting the individual sections (Biriowu, 2020).

#### **4.3 The empirical evidence of this study**

This study revealed that effective service delivery and organizational harmony are intricately linked and play pivotal roles in achieving organizational goals. By understanding the importance of both aspects and implementing strategies to nurture a positive work culture while delivering excellent services, organizations can pave way for long term success.

#### **4.4 The practical evidence of this study**

Organizational harmony is an integral to the success of Bauchi specialist hospital in achieving the goals of the organizations. When staff members work together harmoniously, communicate effectively, and prioritize patient centered care the hospital is likely to excel in providing quality health care services and meeting its objectives. Atmospheric environment has positive impact on achieving the goals of Bauchi specialist hospital through enhancing collaboration and team work which lead to improved patient care, increased efficiency in operations and boost overall performance.

#### **4.5 Theoretical evidence of this study**

The social exchange theory was adopted for the course of this study as to smooth the relationship between the theory and the study. The theory was used to explain that relationship between two people is created through the process of cost benefit analysis, in other words it is a metric designed to determine the effort of individual in a person-to-person relationship. Therefore, this study has revealed that the satisfaction of both parties' self-interest is the major force that is keeping and maintains the relationship in the hospital which is the most crucial predictor to effective service delivery.

However, effective service delivery is multifaceted and influenced by various factors including teamwork, job satisfaction and organizational common goal or goal achievement. Furthermore, prioritizing these aspects is more likely to have professional development, work life balance, ethical consideration, recognition and many more.

#### **5. Conclusion and Recommendation**

The findings from this study submitted that staffs to patient harmony and staff to staff harmony are very strong predictors of effective service delivery of the hospital. Furthermore, the harmonious environment created for service to be delivered, symbolized other positive domino such as job satisfaction, effective service delivery, goal achievement and also patient/customer satisfaction. In conclusion the study has identified the challenges and issues faced by the employees of Bauchi Specialist hospital in delivering effective service healthcare such as lack of motivation, lackadaisical attitude of the management towards their concern and need, and many more. Therefore, this study has identified solutions to address these issues such as need for adequate payment of salaries, allowances and incentives for workers; this will contribute to giving in their best



performance. Management should give listening ears to the grievances of their employees and include them into decision making concerning organizational related matters that may result to conflict.

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